



Library

THE SEEING EYE, INC.

ANNUAL REPORT

for the year ended September 30, 1958

A Word from the President



Dear Friends of The Seeing Eye:

In presenting the highlights of this, the thirtieth year of The Seeing Eye, it seems particularly appropriate to take a brief glance backward at its beginnings and pay tribute to its pioneers.

The Seeing Eye owes its origin chiefly to the combined vision, courage, energy and ability of four individuals. The late Mrs. Dorothy Harrison Eustis, its founder, was the fountainhead of the philosophy which still governs the school today. A true pioneer, Morris Frank with his Buddy I, blazed the trail for 2500 Seeing Eye graduates who have followed in his footsteps since 1929. Elliott S.

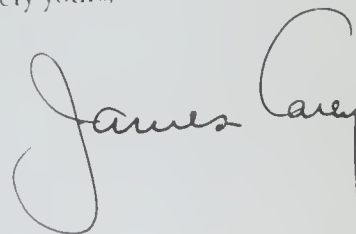
Humphrey—whose way with men and dogs approached genius—was the indispensable link between blind student and dog guide. And, finally, there was Willi Ebeling, whose business acumen and reflective turn of mind gave stability to an infant organization just taking its first tentative steps.

Special tribute must also be paid to the late Henry A. Colgate, who became Chairman of the Board and President in 1940, and who served with distinction and dedication until his death in 1957. Under his wise guidance, The Seeing Eye entered the 'forties and 'fifties firmly emplaced in the minds and hearts of the American public and im-

mensely strengthened in its capacity for humanitarian service.

To these men and to Dorothy Eustis, The Seeing Eye is profoundly indebted. It is no less indebted to the thousands of its friends without whose generosity over the years its success would have been unattainable. On behalf of the Trustees, staff and graduates, may I once more offer our warmest thanks.

Sincerely yours,

A handwritten signature in cursive script, reading "James Carey". The signature is written in dark ink and is positioned at the bottom right of the page, below the typed name "James Carey".

Thirty Years of The Seeing Eye

The use of dogs by blind people is not new—they had been used, in rudimentary fashion, as early as the Middle Ages or earlier. Their true capabilities, however, remained untapped until four decades ago. To meet the needs of soldiers blinded in World War I, the Germans created the first systematic program for the development of dog guides. It was this work which Dorothy Eustis witnessed during the 'twenties—and which led her to take the lead in establishing The Seeing Eye in America.

Engaged in training German Shepherds for duty with the Swiss Army, Mrs. Eustis journeyed to Potsdam in 1927 to observe the German program. She was profoundly impressed. Returning to her headquarters in Switzerland, she described her experience in an article for *The Saturday Evening Post*. This evoked an immediate response from Morris Frank, 4000 miles away, in Nashville, Tennessee. A young insurance salesman, recently blinded, Mr. Frank read the article. "How," he wanted to know, "can we obtain a similar service in America?"

He soon had his answer: an invitation from Dorothy Eustis to come to Switzerland and learn how to work with a dog guide which she and her staff would train for him. He went. And after weeks of intensive work and practice, he and Buddy I, first of the Seeing Eye dogs, were ready for the final test—the whirlwind of American traffic. It was a test they passed with flying colors.

In city after city, they strode safely, accurately and with dispatch over some of the nation's busiest and most hazardous thoroughfares. In city after city, Morris Frank, with Buddy at his side, showed the American people that real freedom was at last possible for blind men and women of ambition and spirit through the use of reliable Seeing Eye dogs.

That was June, 1928.

In January of 1929, The Seeing Eye was incorporated, and two years later, it settled down in its present home at Morristown, New Jersey. Public response in the years that followed was magnificent. Financial support came

Philosophy of The Seeing Eye

The needs felt by sighted people—for health, self-respect, social acceptance, satisfying work, recreation, freedom of choice, love—are needs felt equally by blind people, and should be equally respected. This has always been a basic belief of The Seeing Eye. From it flow all the principles governing its standards and activities.

Our primary function, of course, is to provide blind men and women with trustworthy dog guides, and so help to free them from a stultifying and frustrating dependence on others. Underlying this task is our abiding concern in the total rehabilitation of the blind person and his integration into the life of his community.

The Seeing Eye believes that there is a limited number of blind people able to make effective use of dog guides. By and large this group includes to a high degree those progressive blind people who are conscientiously striving to solve the problems imposed by blindness—the social isolation, economic insecurity, loss of personal independence, and general emotional frustration. They are the

ones who are constructively seeking to satisfy the basic human needs shared by all, sighted and blind alike. The drive toward these ends must originate within the individual. Family, doctors and friends may be influential; they may spark the drive, or smother it—or ignore it altogether. But the original decision to come to grips with his problems belongs to the blind person himself. It is from among such individuals that The Seeing Eye draws its successful applicants. Dorothy Eustis, in 1931, put it in these words:

The dog is a liberating factor in life to some blind ... not a luxury. ... As such he should go where he will do the most good. It is not the idea of any person interested in the work, I am sure, to advocate the placing of dog guides with all the blind — far from it. The dog guide is suitable for the man who can use him in his daily life, who wants an aide in making himself a free economic unit ... who wants a wider, freer life. ...

The belief that only a small percentage of the blind population of the country wants or can effectively use a dog guide is borne out in the findings of a three-year

from people in all walks of life, and the school's growth, keeping pace with the demand for its services, was rapid.

Today, America's oldest and largest dog guide school, The Seeing Eye is known not only throughout the United States but in many parts of the world beyond our borders. It has drawn applicants from every state in the union, the territories and Canada. During the past few years it has received and answered an average of 20 or more requests yearly for advice or information in setting up dog guide services in other countries. Last year, an official of the Guide Dogs for the Blind Association of England was a guest of the school for three months, observing our methods. At the end of the year, the staff was looking forward to the arrival in April, 1959 of an instructor from the Japan Guide Dog Association. Officially recognized as an Exchange-Visitor by our State Department, he planned to stay for six months, studying Seeing Eye procedures as groundwork for extending dog guide service in Japan.

study on the subject just completed. The study is summarized elsewhere in this report.

In general, The Seeing Eye has found the best qualified applicants to be those in good health (except for total or near-total blindness) and between the ages of 16 and 55, although exceptions to these limits are common. Qualifications set up by the school are used as guide lines in weighing applications rather than as rigid rules. There are no educational, racial, or religious requirements.

All financial policies of The Seeing Eye relating to students are based on the assumption that blind people with spirit, no less than sighted people, rebel against support through charity. Each successful applicant is therefore required to assume an obligation to The Seeing Eye for a part of the cost of his dog, the dog's equipment, and his own maintenance while at the school. The amounts are small—\$150 for a first dog and \$50 for each replacement—and represent only a fraction of the total cost involved. They may be paid, moreover, over a number of years if the student wishes, and in instalments as



Class of students in 1931 — Seeing Eye's first year in Morristown.

small as \$1. The willingness of an applicant to accept this responsibility is evidence of his all-important inner drive toward rehabilitation, which, as we have noted, is essential to success both at The Seeing Eye and afterward.

It is fundamental among Seeing Eye principles that those who come to the school for training should be treated as mature individuals, capable of making their own decisions. Their self-respect and independence are fostered at all times, and at no time are they or their dogs exploited in any way. To this and to all its principles, The Seeing Eye has always conscientiously adhered. This is notably true in the organization's methods of seeking and winning enthusiastic financial support. No raffles, bingo games, benefits, or any other device which could by any stretch be deemed a violation of the blind person's sense of dignity and privacy are ever sanctioned as a means of seeking support. The Seeing Eye has been supported only through yearly memberships, a fact that has been warmly approved by the public.

The Students: 1957-58



Students and instructors gather informally in one of recreation rooms.

One hundred forty-nine blind men and women from 30 states, the District of Columbia, and Canada completed training at The Seeing Eye last year. Of these, 64 were new students and 85 were graduates returning to replace dogs that had died or grown too infirm for service. For many of these graduates, it was their second or third trip; for a few, their fourth or even fifth. In the 30 years since The Seeing Eye came into being, 2,500 blind persons and 3,700 dogs have completed training courses. Today, 1,149 graduates are working with their dogs in every part of the country.

As in other years, the diversity of their backgrounds makes generalization about the students difficult, if not impossible. Their common disability aside, they cannot be easily categorized, for they are individuals first of all—

The Seeing Eye Dog

The Seeing Eye dog and its master still excite admiration and wonder as they thread a path through bustling traffic: the master, confident, head held high; the dog, alert and *responsible*. They make easy going of what looks like an astonishing feat. How do they do it? The answer lies first in the dog—its nature and its capabilities.

The word “training” is perhaps too narrow to describe what happens between the time a young dog, usually a female, enters on her education and the time she is ready to go to work for her blind master or mistress. For what happens is something more than mere Pavlovian conditioning. The dog not only learns to respond to instructions immediately and accurately, but is actually led to think for herself. She learns perfect obedience to commands. But when a command to move forward would lead her master into obstacles—a baby carriage parked in the middle of the sidewalk, say, or an open manhole—she must use her own judgment and take her master around it. She must also disobey, temporarily at least, the command to cross a street if a car is approaching. A rudimentary thought process is involved here, and in describing it, the word “education” seems more accurate than “training”.

The Seeing Eye dog's formal education begins at the age of 14 to 24 months, and takes three months to complete. Dogs bred at the school's farm at Mendham, New Jersey, however, begin to learn their place in the scheme of things much earlier in life. As pups, soon after weaning, they are “farmed out” to families with youngsters in 4-H Clubs so that they can get used to family life. At 14 months of age, they are returned to the school for serious work in the Training Division, where the “curriculum” is divided into three phases. In the first, the dog learns strict obedience to both hand and voice signals—sitting, lying down, fetching, staying. In the second, she goes “into harness,” learning the finer points of guide work—how to take curbs; how to allow for overhanging, as well as ground-level obstructions; how to accommodate her pace to her master's and to respond to his commands.

The third phase is the most difficult, involving the kind of intelligent disobedience already mentioned. Not until a dog completes all three phases is she permitted to take up her duties as a guide, and, to make sure dogs are absolutely reliable, blindfolded instructors put them through their paces at frequent intervals. The only passing grade is A, for letter-perfect.

individuals who happen to be blind. They shared at least one other common denominator, however: their demonstrable desire to be responsible and self-reliant citizens. This goal most of them are well on the way to achieving. A survey completed last year shows that *ninety percent* of all Seeing Eye graduates are either employed, or are students or housewives.

One of the problems in the employment of blind persons has been to make potential employers aware of the fact that many jobs once considered impossible for these people are now actually being performed by them every day—and with competence. This problem, happily, is being gradually reduced. Once-skeptical employers are more and more becoming convinced of the suitability of more and more blind people to more and more jobs. And

to this growing awareness, the Seeing Eye graduate continues to make a splendid contribution. By demonstrating his ability to come and go as he pleases, his ability to keep his dog guide under complete control at all times, and his ability to do his work, he makes employment a little easier for future Seeing Eye graduates seeking a chance to use their talents.

As usual, last year's group reflected a wide variety of occupations. Included in the group, for example, were salesmen, college students, housewives, teachers, operators of stands, factory workers, Dictaphone typists, lawyers, musicians, farmers, an anthropologist, an entertainer, and a writer. There were piano tuners and social workers, a masseuse, a dark-room technician, and an osteopath.

The Breeding and 4-H Programs

Seeing Eye dogs are obtained from three sources. They are either bred at the school's farm at Mendham, or are acquired through purchase or gift. More than half of the Seeing Eye dogs currently being assigned as guides are German Shepherds. Of the remainder, Labrador Retrievers and Boxers predominate, although dogs of other breeds such as Norwegian Elkhounds, Golden Retrievers, Weimaraners, and mixed breeds are also used. All dogs must, of course, come up to the high standards of intelligence, initiative, temperament, stamina, and physique set by The Seeing Eye.

Sixty-two of the German Shepherds assigned to students last year were bred at Mendham, 12 miles from school headquarters. As pups, these dogs spent the early part of their lives "in residence" at the homes of 4-H youngsters in nearby New Jersey counties. Here they were under the periodic observation of the school's 4-H liaison representative who kept a close eye on their growth and development until time for their advance education. At the close of the year, 4-H children had 50 pups in their charge; almost as many more pups were scheduled to leave soon for *their* year of family life.



Scientific feeding is part of Breeding Farm's meticulous dog regimen.



An area on the school grounds is set aside for airing and grooming of dogs by students.



Dr. William W. Hall, special education consultant.



Assignment of dogs to incoming students is discussed between officials and instructors.

The Instructors

The crucial and indispensable link between blind student and Seeing Eye dog is the instructor. His job is to teach both dog and man how to work with one another, and it calls for more than the mere imposition of his will on the one and a recital of directions to the other. He must be a kind of catalyst, changing a young, willing but untutored animal into a responsible guide, and a sometimes uncertain and withdrawn individual into a free-striding man or woman. The job demands an unusual combination of qualities for success, and there has been, of necessity, a high rate of turnover. In 30 years, ten or eleven men with varying experience have left The Seeing Eye to carry on, under other auspices, the work they learned at Morristown. The Seeing Eye still prefers to develop its own instructors from the best raw material obtainable.

Successful applicants must be sighted, young and vigorous. They must be capable of dedication to their work, for it may take three to five years of apprenticeship be-

fore they become full-fledged instructors. They must be flexible in personality and habit of mind, versatile in conversation and interests. For, like sighted people in general, the blind men and women who come to Morristown represent a wide range of personality and education, of social and economic background; the instructor must be able to be friend, counsellor and teacher to them all.

It is the instructor who first introduces the students, eight in each class, to their future partners—their “eyes with a cold nose,” as a graduate once described his Seeing Eye dog. At first, there is awkwardness between student and dog, but after the four-weeks’ course—during which the busy streets of Morristown constitute the only “classrooms”—a transformation begins to take place. Affection and trust flow naturally between them, and they begin to move in harmony, like a pair of expert dancers. This is the partnership which the instructor must be capable of producing.



Three instructors are being supervised in obedience training of dogs by head of Training Division and assistant (second & third from right).

To help the instructor realize his capabilities more fully than is possible through strict on-the-job experience alone, a new program was instituted at the school toward the close of last year. Under the title of Instructor Development Program, and subsidized in part by a special grant, it is under the direction of Dr. William W. Hall, a former college president. It is hoped that the program will enable instructors to broaden their general education through individual conferences, group discussions, and recommended reading, as well as through an outstanding series of lectures by visiting professors and authorities in various fields. On the schedule of lectures, for example, were talks by an eminent behavioral psychologist from Columbia, a philosophy professor from Yale, a classical scholar from Princeton, and the director of the famed Jackson Laboratory in Maine. A paleontologist from the American Museum of Natural History, an English professor from Franklin and Marshall College, and an authority on scientific education in Russia and America, were also scheduled to address the staff. The

school feels that such a program will improve the image each man has of himself and of his work, thus improving both.

During the year, three promising new men joined the Training Division staff, bringing its strength to 11, the greatest at any time in the past six years. The school, of course, is constantly on the lookout for qualified apprentices, and has taken important steps to recruit them, including the publication of a new booklet, "A Career that Counts." There is no adequate previous experience that fits a man for this work; he must learn it on the job, from those who have grown up with The Seeing Eye.

A recapitulation shows that two men in the Division have been on the staff for 20 years or more, one of whom is the vice-president in charge of the Division, who has completed his twenty-eighth year. A third has been on the staff for 12 years; two men, for five years; and six, for periods ranging from a few months to two years.



THE SEEING EYE, INC.

CONDENSED STATEMENT OF GENERAL OPERATIONS AND FUND BALANCE

Fiscal Year Ended September 30, 1958

GENERAL FUND:

Balance—October 1, 1957	\$1,734,901.49	
Transferred to Restricted Funds	13,029.50	
Balance—October 1, 1957—Adjusted		\$1,721,871.99
Operating Income:		
Contributions and Membership Dues	333,537.08	
Income from Securities—General Fund	81,097.16	
Income from Securities—General Legacies Fund, etc.	253,290.51	
Total Operating Income	667,924.75	
Operating Expenses:		
Dog Costs (Direct):		
Salaries—Breeding, Training, etc.	67,375.50	
Other Costs—Board, Food, Veterinary, etc.	70,857.79	
Total Dog Costs	138,233.29	
General Expenses:		
Salaries—Executive and Office	74,665.40	
Salaries—House and Grounds Staff	34,246.00	
Food, Laundry, Electricity, Fuel and Water	21,566.77	
Travel (Interviewing Graduates, Applicants, etc.)	6,506.47	
Repairs and Supplies	14,794.47	
National Membership Enrollment	20,436.80	
Printing, Stationery, Postage, Telephone, Legal and Accounting	31,507.96	
Public Relations Counsel	24,000.00	
Salaries—Public Relations Office	8,867.58	
Insurance—Pension Plan, Fire, Liability, etc.	36,306.29	
Taxes	8,148.78	
Miscellaneous	14,071.93	
Total General Expenses	295,118.45	
Total Operating Expenses	433,351.74	
Net Operating Income	234,573.01	
Pension Refunds, etc.	8,995.89	
Gain on Sale of Securities	923.33	
Total	244,492.23	
Less: Property and Construction	25,678.07	
Net Increment		218,814.16
Balance—September 30, 1958		\$1,940,686.15

CONDENSED STATEMENT CAPITAL FUNDS AND F

Fiscal Year Ended Septe

CAPITAL FUNDS:

General Legacies Fund:

Balance—October 1, 1957
Increment:	
Legacies Received	
Income from Securities	
Gain on Sale of Securities	
Total	
Less: Income Transferred to General Fund	
Net Increment	
Balance—September 30, 1958

Restricted Funds:

Balance—October 1, 1957	
Transferred from General Fund	
Balance—October 1, 1957—Adjusted	
Increment:	
Contributions Received	
Income from Securities	
Gain on Sale of Securities	
Total	
Less: Disbursements	
Income Transferred to Other Funds	
Total	
Net Decrease	
Balance—September 30, 1958	

Security Fund:

Balance—October 1, 1957	
Increment:	
Contributions and Student Payments	
Income from Securities	
Loss on Sale of Securities	
Total	
Less: Custodian Charges	
Special Grant—Retina Foundation	
Total	
Net Increment	

Balance—September 30, 1958

Security Endowment Fund:

Balance—October 1, 1957	
Increment:	
Income from Securities	
Balance—September 30, 1958

**INCREMENT IN
D BALANCES**
30, 1958

	\$5,340,643.07
\$615,315.36	
240,440.39	
2,888.53	
858,644.28	
240,440.39	
	618,203.89
	5,958,846.96
448,392.81	
13,029.50	
	461,422.31
11,010.12	
15,483.05	
43.14	
26,536.31	
61,120.29	
13,597.62	
74,717.91	
	48,181.60
	\$ 413,240.71
	\$1,530,459.26
\$ 3,441.79	
69,255.35	
(140.83)	
72,556.31	
883.47	
30,000.00	
30,883.47	
	41,672.84
	\$1,632,132.10
	\$ 100,494.29
	2,812.50
	\$ 103,306.79

CONDENSED BALANCE SHEET
As of September 30, 1958

ASSETS:

Cash in Banks and On Hand	\$ 264,636.00
Investments in United States Government Bonds and Other Market- able Securities at Book Value (Market Value \$11,922,450.25)	9,782,651.71
Miscellaneous	925.00
Total Assets	\$10,048,212.71

**APPLICABLE TO THE FOLLOWING FUND
ACCOUNTS:**

General Fund	\$ 1,940,686.15
Capital Funds:	
General Legacies Fund	\$5,958,846.96
Restricted Funds	413,240.71
Security Fund	1,632,132.10
Security Endowment Fund	103,306.79
Total	8,107,526.56
Total Funds	\$10,048,212.71

NOTE: PREPARED ON CASH BASIS AND EXCLUSIVE OF REAL
PROPERTY, EQUIPMENT AND SUPPLIES.

CERTIFICATE OF AUDITORS

To the Board of Trustees of The Seeing Eye, Inc.
Morristown, New Jersey

We have examined the balance sheet of The Seeing Eye, Inc. as of September 30, 1958 and the related statements of general operations and increment in funds and fund balances for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records, which are kept on the cash basis, and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the accompanying balance sheet by funds and the related statements of general operations and increment in funds and fund balances, present fairly on the basis indicated, which is consistent with that of the preceding year, the position of The Seeing Eye, Inc. at September 30, 1958 and the results of operations for the year then ended.

November 20, 1958

SACK, O'CONNOR & SACK



Seeing Eye representative Whitstock spent four months on field work.

The Seeing Eye Today

The changes that occur at The Seeing Eye — spectacular, even dramatic, when viewed from a thirty-years' perspective — are gradual. New wings have been added to the original homestead, new buildings constructed, and, in 1950, the breeding farm at Mendham established. It is a principle of The Seeing Eye, however, that physical properties, though important, are subordinate to what goes on within them: The true picture of The Seeing Eye is reflected not in its outward appearance but in the achievements and activities of its students and graduates.

Physically, there was no change last year from the previous, and except for the new Instructor Development program, the school's activities continued much as usual.

An active field program, temporarily interrupted, was resumed during the year, with our field representative spending a total of 112 days away from Morristown. Emphasis was placed on acquainting vocational rehabilitation counselors, families of blind persons, and blind persons themselves, with respect to the use of Seeing Eye dogs. Talks were given before state agency personnel, schools for the blind, and groups of blind persons. Our

representative also participated in parent-teacher association meetings and educational workshops for parents of blind children in the public school systems. In addition, an experimental program was begun, designed to educate personnel administrators in the effectiveness of Seeing Eye dogs in employment situations.

The school keeps in constant touch with its graduates, and to help those with problems of adjustment in their home communities, special field trips are made. Last year, for example, the Assistant Training Director visited 11 graduates in nine states, while the Training

Director visited 18 graduates in Texas, and a senior instructor saw 14 Canadian graduates.

A highlight of the year was the presentation to The Seeing Eye of a Presidential Citation for "exceptional contributions in advancing the employment of the physically handicapped." Major General Melvin J. Maas, Chairman of the President's Committee on the Employment of the Physically Handicapped, made the award at a luncheon given by Governor Robert B. Meyner in Trenton, New Jersey. George Wernitz, Jr., executive vice-president of The Seeing Eye, made the acceptance speech.



The Seeing Eye Breeding Farm at Mendham, New Jersey



THE SEEING EYE, INC.
MORRISTOWN, NEW JERSEY